



KAKA'AKO MAKAI



COMMUNITY ENGAGEMENT PLAN

MARCH 2015



KUHIKUI PU'UONE
COLLABORATIVE



KAKA'AKO MAKAI

COMMUNITY ENGAGEMENT PLAN

MARCH 2015



KUHIKUHI PU'UONE
COLLABORATIVE

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1. Introduction

This report forms a guiding framework for the outreach activities that will occur throughout the Kaka'ako Makai conceptual master planning process. Two of the main purposes of community engagement, identified by Office of Hawaiian Affairs (OHA) in its Request for Proposals, is to collect input from OHA trustees, beneficiaries, and stakeholders and to keep stakeholders updated on the progress of the process. With these aims in mind, Kuhikuhi Pu'uone Collaborative (KKP) and OHA began the process of crafting a community engagement plan to support the master planning process for OHA's Kaka'ako Makai lands. Over the course of eight community engagement planning meetings, KKP and OHA identified key stakeholders, refined outreach goals and messaging, and created an outreach approach that would best support the mission-driven goals of OHA at Kaka'ako Makai (see Kaka'ako Makai Policy Appendix D). Outreach for Kaka'ako Makai conceptual master planning will occur in two major rounds of community meetings, small stakeholder group meetings, and through online venues. Recognizing that OHA held two rounds of meetings in 2011 and 2012 for feedback on the State of Hawai'i's Kaka'ako Makai settlement offer, the meetings conducted in 2015 will be considered Rounds three (3) and four (4).

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2. Community Engagement Map



2.1 Office of Hawaiian Affairs

1. OHA Administration

Kamana'opono Crabbe	Ka Pouhana (CEO)
Kāwika Burgess	Ka Pounui (COO)
Kēhaunani Abad, Pou Kihi (Director)	Ka Paia Lono (Community Engagement)
Miles Nishijima, Pou Kihi (Director)	Kanaloa- 'Āina (Land and Property)
Allen Kam, Pou Kāko'o	Kanaloa 'Āina- Kaka'ako Makai
Project Staff	Office of Hawaiian Affairs

2. OHA Trustees

Chairperson Bob Lindsey	Hawai'i Island
Trustee Peter Apo	O'ahu
Trustee Dan Ahuna	Kaua'i
Trustee Hulu Lindsey	Maui
Trustee Colette Y. Machado	Moloka'i/Lāna'i
Trustee Lei Ahu-Isa	At Large
Trustee Rowena Akana	At Large
Trustee Haunani Apoliona	At Large
Trustee John D. Waihe'e IV	At Large

2.2 OHA Beneficiaries

Island	Location*
O'ahu	Kaka'ako Kapolei Kāne'ohe Waialua Nānākuli
Hawai'i Island	Kona Hilo
Maui (2)	Kahului Hāna
Moloka'i	Kaunakakai
Lāna'i	Lāna'i City
Kaua'i	Līhu'e

*To be held at UH facilities where feasible.

2.3 Other Stakeholders

During the preliminary planning process the following entities and organizations were identified within each of the stakeholder groups.

Kaka'ako Community Organizations

1. Ala Moana/Kaka'ako Neighborhood Board
2. Kaka'ako Improvement Association
3. Kaka'ako Makai Community Planning Association
4. Friends of Kewalo

Neighboring Entities

1. Howard Hughes
2. Hawai'i Children's Discovery Center
3. Hawai'i Community Development Authority
4. John A. Burns School of Medicine
5. Hawai'i Presidential Center
6. KUPU

Native Hawaiian Organizations

1. Association of Hawaiian Civic Clubs
2. Council for Native Hawaiian Advancement
3. Department of Hawaiian Homelands
4. O'ahu Island Burial Council
5. Kaka'ako Lineal and Cultural Descendants
6. Queens Health Systems
7. Native Hawaiian Chamber of Commerce

Ali'i Trusts

1. Queen Lili'uokalani Trust
2. Lunalilo Trust
3. Kamehameha Schools
4. Queen Emma Land Company

Elected Officials

5. Governor David Ige
6. Mayor Kirk Caldwell
7. Native Hawaiian Caucus
8. Council Member Trevor Ozawa
9. Council Member Ann Kobayashi
10. Senator Brickwood Galuteria
11. Senator Susanne Chun Oakland
12. Representative Scott Saiki

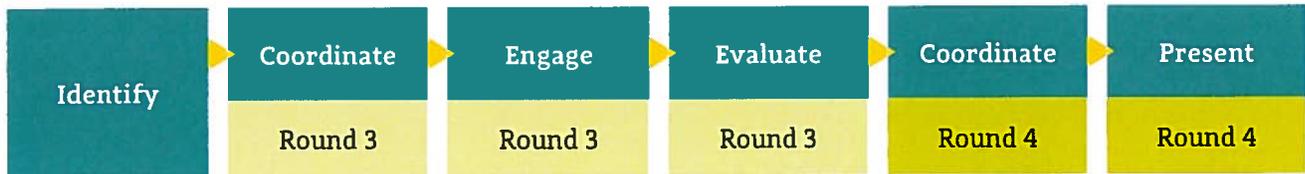
Neighboring Developers

13. Kobayashi Group
14. Kamehameha Schools

Other Interested Stakeholders

15. Hotel Association
16. Hawai'i Tourism Authority
17. Native Hawaiian Hospitality Association
18. Chamber of Commerce Hawai'i
19. Pacific Resources Partnership
20. Carpenters Union
21. Operating Engineers Local 3
22. Native Hawaiian Organizations Association
23. Kumu Hula

3. Community Engagement Approach and Milestones



3.1 PHASE 1: Preparation of Conceptual Master Plan

3.1.1 Identify

The goal of the Identify stage is to develop key elements to build community engagement throughout the master planning process. The key outcomes of this phase are development of a community outreach map and a community outreach plan. From December 2014 to March 2015, KKP and OHA worked together to identify stakeholders that need to be briefed from the start of the process, critical groups who may support the project and groups and/or individuals who may have significant concerns about the project. See section II, Community Engagement Map.

This Community Engagement Plan fulfills the second part of the Identify stage, which is to create a community plan that lays the roadmap for all outreach moving forward including recommendations on how to communicate about the project. Community engagement throughout the planning process involves essentially two rounds of outreach activities that occur during the preparation of the conceptual master plan (round 3) and once the plan is complete (round 4). The goals and messaging for each round are based upon the purpose of each phase.

In 2012, when OHA undertook outreach regarding Kaka'ako settlement offer, one of the key take-aways was that OHA beneficiaries wanted to be involved in the future planning of Kaka'ako Makai. Outreach in Round 3 will be the first time that OHA has returned to the community to discuss Kaka'ako Makai since the settlement passed in 2012. Round 3 presents an opportunity for OHA to return to the community and update them on what has happened since 2012 and involve them in envisioning a future Kaka'ako Makai. In Round 4, OHA and KKP will be returning to present the master plan to the community, which will incorporate aspects of community input gathered in Round 3.

The specific goals and messaging for each round of engagement are outlined as follows:

Goals of Round 3 Pae 'Āina Meetings (February – March 2015)

The goals of re-engaging community stakeholders during Round 3 meetings are as follows:

- To educate stakeholders about the historical context of how OHA obtained its property in Kaka'ako Makai and what it has done since then in relation to the property.
- To inform stakeholders about OHA's current Master Planning process for development of Kaka'ako Makai property and its emphasis on commerce and culture.
- To provide national and international examples of cultural development.
- To obtain stakeholder input on
 - » What defines an urban Hawaiian space
 - » Land uses, both commercial and cultural, that could help inform the master planning process
 - » Uses of income generated by Kaka'ako Makai lands

Messaging for Round 3

Communications with stakeholders during Pae 'Āina meetings and other forms of stakeholder engagement should try to consistently deliver key messages about OHA's values, policy and kuleana to its beneficiaries as it pertains to the Kaka'ako Makai lands. The following message themes should be included in some shape or form to help stakeholders understand how critical the master planning process is and OHA's sincere desire to gather input from its beneficiaries and other stakeholders.

1. In the context of Kaka'ako Makai, income generation and cultural vitality are complementary. Both goals support one another.
 - OHA's fiduciary responsibility requires OHA's leaders to generate income from its Kaka'ako Makai lands for grants and services to improve the well-being of Native Hawaiians across the pae 'āina.
 - OHA's mission and vision requires OHA's leaders to nurture Hawaiian cultural vitality—a core component of Hawaiian well-being.
 - OHA's Board of Trustees created a Kaka'ako Makai Policy committing OHA to having Hawaiian culture “drive/provide the base for design and use decisions” there.
 - This commercial land asset in Honolulu can help OHA sustain, enhance and increase other land holdings for cultural and preservation uses.
2. OHA's development of its Kaka'ako Makai lands affords our community at-large a unique opportunity to:
 - Create spaces and experiences that embody what it means to be a vibrant Native Hawaiian in a 21st century urban context.

- Establish a “live, work, play” kīpuka (a cultural oasis) in close proximity to the largest number of Native Hawaiians in the pae ‘āina (i.e., those who live in the moku of Kona, O‘ahu).
 - Kaka‘ako Makai is envisioned as a center to forward the social and economic well-being of Native Hawaiians.
3. OHA is genuinely interested in gaining meaningful input from all sectors of the community to guide its Kaka‘ako Makai master plan development. OHA is especially interested in hearing innovative ideas regarding how income generation and cultural vitality can best complement one another.
 4. OHA remains committed to ensuring that there will be:
 - Ample shoreline access, a traditional Hawaiian practice that OHA has defended in many instances.

Goals of Round 4 Pae ‘Āina Meetings (September 2015)

The goals of re-engaging community stakeholders during Round 4 meetings are as follows:

- To present to stakeholders KKP’s Conceptual Master Plan for OHA’s Kaka‘ako Makai parcels. This will include highlights from the market studies, land use approach, and design plans and how community input helped to inform such designs.
- To report to stakeholders the major themes and findings of community input obtained during Round 3 Pae ‘Āina meetings, including the community’s collective input on what defines an urban Hawaiian space, land use, and use of income generated by Kaka‘ako Makai lands.
- To update stakeholders about where OHA is in the current Master Planning process for development of Kaka‘ako Makai and what’s to come in the months ahead to completion of the master plan.

Messaging for Round 4

The messaging for Round 4 meetings will be focused on framing the master plan design while reinforcing how OHA incorporated community input to inform the plan. Messaging will be developed following the analysis of Round 3 meetings and the development of the design plans which are expected to be completed by KKP in July/August, ahead of the community meetings planned for September.

3.1.2 Coordinate (Round 3)

In January of 2015 KKP and OHA staff worked together to develop engagement approach, collateral materials, project presentation and to coordinate logistics in preparation for the third round of community engagement.

The format of the Pae 'Āina meetings was designed to create an atmosphere that encourages creative and innovative dialogue. Educational institutions were selected as meeting venues (where possible) to facilitate a high level discussion on envisioning Kaka'ako Makai as a unique urban Hawaiian space and considering how the uses occurring at Kaka'ako Makai might contribute to serving OHA's beneficiaries. The agenda (see Appendix A) included an opening message by Trustee Hulu Lindsey, chair of the Land, Assets, and Property, a short film created specifically for Kaka'ako Makai Engagement, and a concise presentation followed by small group breakout sessions. The film produced for Kaka'ako Makai outreach was intended to set the tone of the meeting and inspire participants to consider what the highest apex of commerce and culture might look like at Kaka'ako Makai. The presentation (attached as Appendix B) was intentionally designed to be brief in order to leave ample time for the community to dialogue with each other. Despite the brevity of the presentation, key topics included an update on Kaka'ako Makai since 2012, an overview of the planning process and international examples of developments that successfully incorporate both commerce and culture.

In order to foster rich discussion and collect community feedback, each meeting room was set up with tables that could accommodate 8-10 participants and two facilitators. Participants at the Pae 'Āina meetings were asked to discuss the following questions:

- How would you describe an urban Hawaiian Space?
- What uses would best support both commerce and culture at Kaka'ako Makai?
- Income generated at Kaka'ako Makai Could be used to... [fill in the blank]

Each of these questions was designed to garner feedback that could inform the development of the conceptual master plan and to be applicable to a wide range of stakeholders including those segments of the community who are Kaka'ako Makai stakeholders because they are OHA beneficiaries, but may not regularly visit Kaka'ako Makai. Feedback was also gathered at the community meetings through the use of note cards that provided space for comments and contained the url link to OHA's Kaka'ako Makai mindmixer website (described in greater detail below).

Recruitment for the meetings was a multi-pronged approach. Announcements for the community meetings were advertised in each major island newspaper and Mana Magazine (See Appendix C for advertisements). In addition, the Ka Paia Lono team distributed announcements to OHA listserves and grantees. Personal invitations were also critical in reaching community leaders and their networks.

3.1.3 Engage (Round 3)

The three main forms of engaging with the multiple groups of stakeholders identified in the Community Engagement Map include the Pae 'Āina meetings, OHA trustee level, and executive level meetings with individual stakeholders, and online forums.

Pae 'Āina Meetings

The Pae 'Āina meetings were scheduled to take place in February 2015 and included 12 community meetings, two OHA staff charrettes and a trustee workshop. The chart below provides a schedule of the Pae 'Āina portion of community engagement.

LOCATION	DATE
Kaka'ako Makai (John A. Burns School of Medicine)	February 17, 2015
Kapolei (University of Hawai'i West O'ahu)	February 18, 2015
Hale'iwa (Waialua Court House)	February 19, 2015
Kāne'ohe (Windward Community College)	February 20, 2015
Kaunakakai, Moloka'i (Kulana 'Ōiwi)	February 21, 2015
Nānākuli (Ka Waihona Public Charter School)	February 23, 2015
Hilo, Hawai'i Island (University of Hawai'i Hilo)	February 24, 2015
Kona, Hawai'i Island (West Hawai'i Civic Center)	February 25, 2015
Kahului, Maui (Cameron Center)	February 26, 2015
Hāna, Maui (Hāna High School)	February 27, 2015
Lāna'i City (Lāna'i Elementary and Intermediate)	February 28, 2015
Līhu'e, Kaua'i (Kaua'i Community College)	March 3, 2015
OHA Board Room (OHA Trustees)	March 4, 2015
OHA Board Room (OHA Staff)	March 6, 2015
OHA Offices (OHA Neighbor Island Coordinators)	March 20, 2015

Small Group Stakeholder Meetings

While the Pae 'Āina meetings were open to all stakeholders as well as the general public, KKP will coordinate small group meetings with individual stakeholder entities to explore more specific topics and areas of mutual interest. Trustees and/or executive level staff and staff from the Kanaloa-Āina (Land and Property) division are recommended to engage with stakeholder groups such as neighboring landowners and ali'i trusts throughout the course of the planning process.

Expanded Forms of Engagement

Utilizing an online forum is also recommended to engage community members who may be unable to attend Pae 'Āina meetings and those stakeholders who would not normally attend public meetings. Mindmixer, a program that allows for users to log on and share feedback on questions and topics posed by website administrators, will be used to solicit ongoing community input and

engagement. The first set of questions posted on the mindmixer website reflect the three questions posed at Pae 'Āina meetings. KKP and OHA will jointly administer the mindmixer website during the course of the planning process. Following the finalization of the Conceptual Master Plan, OHA can continue to use this online forum to continue a dialogue with the community about Kaka'ako Makai.

3.1.4 Evaluate (Round 3)

The evaluation phase will take place from March 2015 to July 2015. During the Evaluation Phase KKP will process the information gathered through the Pae 'Āina meetings, online venues, and small group stakeholder meetings. KKP will develop a written memorandum summarizing the community outreach efforts, participants, and feedback and give an oral presentation of those results and recommendations to the OHA trustees.

3.2 PHASE II: After Preparation of Conceptual Master Plan

3.2.1 Coordinate (Round 4)

KKP and OHA staff will work together to develop collateral materials, engagement approach, project presentation and coordinate logistics in preparation for the fourth round of community engagement. Although the format of the presentation will largely depend on the Conceptual Master Plan, the approach will involve creative ways of presenting major themes that surfaced during Round 3 of community engagement and their connection to elements of the Conceptual Master Plan. Preliminary recommendations include a short presentation followed by an open house format where attendees can freely interact with the various elements of the plan.

3.2.2 Presentation (Round 4)

During the Presentation phase of Round 4, KKP, Administration (CEO or COO), OHA Staff, Board Chair, Land Chair, and respective island trustees will return to the 12 communities that participated in the first round of outreach to present the Conceptual Master Plan. These presentations will be scheduled throughout the month September 2015.

3.3 Additional Considerations

We recognize that not all of the stakeholder groups referenced in Section II (Community Engagement Map) will be able to attend the community meetings and thus be kept updated on OHA's Master Plan. In addition, it's in OHA's best interest to keep these stakeholders updated on the progress of the Master Plan well after the community meetings are completed, especially as the process hits key milestones. Therefore we will proactively engage these stakeholders in a variety of ways and at key moments in time during the master planning process.

Spring 2015 (March – May) – Round 3 Community Meetings Completed

Goals:

- Keep stakeholders updated on OHA's progress, community outreach/input.
- Listen to their concerns.
- Obtain additional insights and guidance.
- Maintain their interest in Kaka'ako Makai plans.

Fall/Winter 2015 (September – December) – Design Plans Completed; Round 4 Community Meetings Completed

Goals:

- Share OHA's plans re: Kaka'ako Makai lands: land use, design, market studies.
- Share community's comments.
- Gauge both support and concerns.
- Maintain their interest in Kaka'ako Makai plans.

Summer/Fall 2016 or Fall/Winter 2016 – OHA Seeking Permitting and Regulatory Approvals for Construction

Goals:

- Update stakeholders on what has transpired in the last 6 – 12 months.
- Share information on permitting milestones, construction plans, etc.
- Obtain additional insights and guidance.



KAKA'AKO MAKAI

APPENDIX A

Pae 'Āina Agenda



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Project	OHA Kaka'ako Makai
Description	Pae 'Āina Meetings Agenda

DTL, LLC

725 Kapiolani Blvd
4th Floor
Honolulu, HI 96813
(808) 593-3048 ph
(808) 356-0277 fx
www.dtlhawaii.com

- I. Light Refreshments (20 min)
 - a. Handouts (available at check-in): Kaka'ako Makai map, Mindmixer info/comment card, annual report, Kaka'ako Makai fact sheet
 - b. Housekeeping (Malia): Bathrooms, food, agenda

- II. Aloha & Acknowledgments (10 min)
 - a. Announce start of meeting (Mālia)
 - b. Kaka'ako Makai Video
 - c. Introduce Trustee (Mālia)
 - d. Trustees Welina

- III. Presentation (KKP) (15 mins)
 - a. Settlement Background
 - b. Kaka'ako Updates
 - c. Policy & Framework Plan
 - d. Conceptual Master Plan

- IV. Breakout Session (1 hour)
 - a. 8-10 people per group; 1-2 facilitators (1 recording, 1 facilitating)
 - b. 3 questions posed to each group
 - i. How would you describe an urban Hawaiian space?
 1. Discussion (15 mins)
 2. Several groups report back highlights (5 mins)
 - ii. What uses would best support both commerce and culture Kaka'ako Makai?
 1. Discussion (15 mins)
 2. Several groups report back highlights (5 mins)
 - iii. Income generated by Kaka'ako Makai could be used to _____ [fill in the blank].
 1. Discussion (15 mins)
 2. Several groups report back highlights (5 mins)

- V. Mahalo & Next Steps (10 min)
 - a. How to get engaged: Website, mindmixer, comment cards





KAKA'AKO MAKAI

APPENDIX B

Pae 'Āina Presentation



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KAKA'AKO MAKAI

A Place for Future Generations



Kuleana



KAKA'AKO MAKAI

Kuleana

- OHA's fiduciary responsibility is to generate income from its Kaka'ako Makai lands to improve the well-being of Native Hawaiians.
- OHA's mission and vision requires OHA to nurture Native Hawaiian cultural vitality - a core component of Hawaiian well-being.
- This commercial land asset in Honolulu can help OHA sustain, enhance and increase grants, services and programs.

OHA

Background

OHA

KAKA'AKO MAKAI

Background



2012 Kaka'ako Makai Settlement

- 9 parcels transferred to OHA
- \$200 million in back revenue owed to OHA
- 2 rounds of community outreach

OHA

Updates

OHA

KAKA'AKO MAKAI

Updates

- **Kaka'ako Makai Policy**

- OHA's Board of Trustees created a Kaka'ako Makai Policy committing OHA to having Native Hawaiian culture “drive/provide the base for design and use decisions” there.



OHA

KAKA'AKO MAKAI

Updates

- **Kaka'ako Makai Policy**

- **Framework Plan**

- Kīpuka

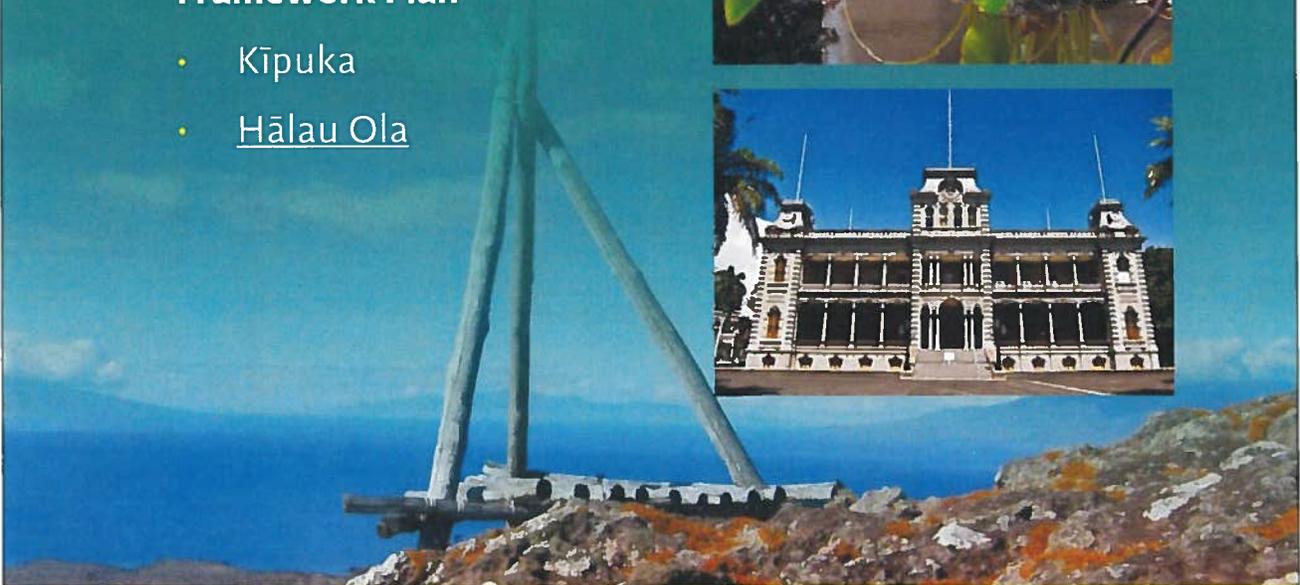


OHA

KAKA'AKO MAKAI

Updates

- **Kaka'ako Makai Policy**
- **Framework Plan**
 - Kīpuka
 - Hālau Ola



OHA

KAKA'AKO MAKAI

Updates

- **Kaka'ako Makai Policy**
- **Framework Plan**
 - Kīpuka
 - Hālau Ola
 - Live, Work, Play



OHA

KAKA'AKO MAKAI

Updates

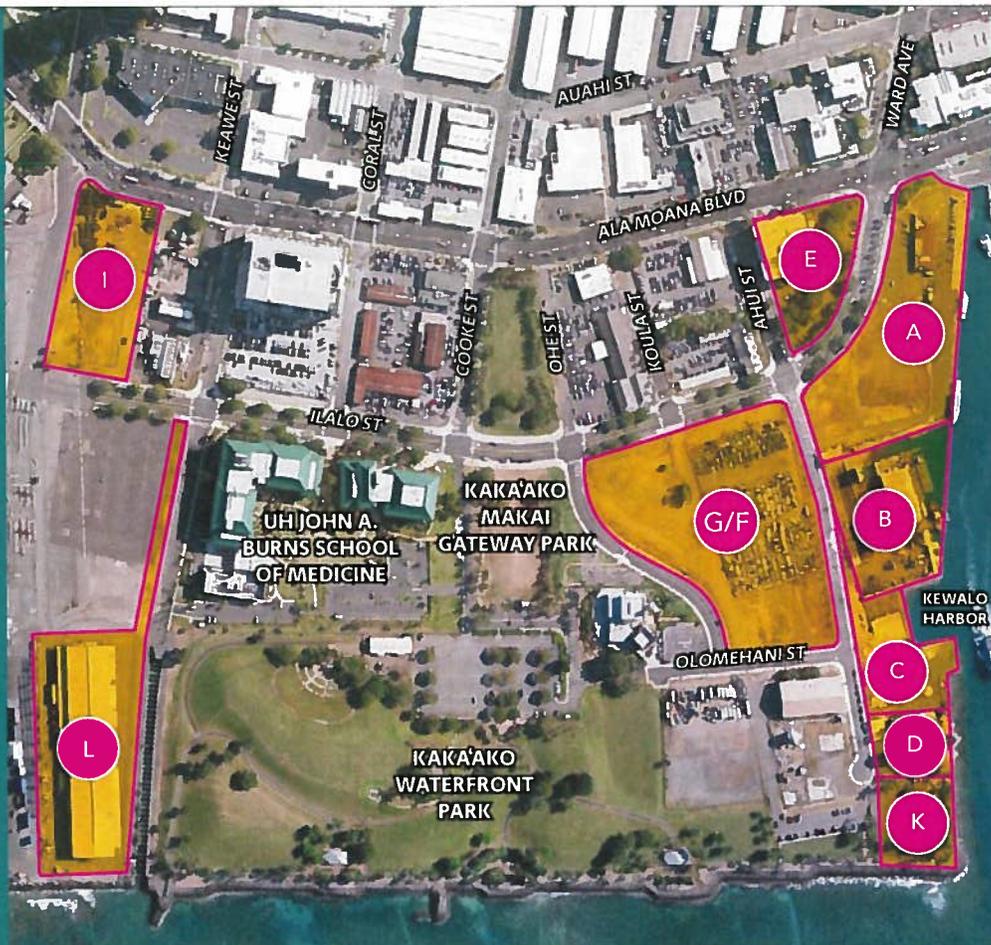
- **Kaka'ako Makai Policy**
- **Framework Plan**
- **Capacity Building**



OHA

Conceptual Master Plan

OHA



KAKA'AKO MAKAI *Conceptual Master Plan*

- Design & Use
- Revenue Generation
- Planning Timeline & Process
- Community Engagement



KAKA'AKO MAKAI

Cultural Development Economics

Cultural districts can catalyze development, create value for surrounding uses, and contribute to the development of a destination.



City Museum St. Louis



The High Line



Durham Performing Arts Center



Denver Art Museum

OHA

KAKA'AKO MAKAI

Cultural Development Economics

There are many ways to express or translate culture as part of a real estate development .



Architecture & Design
Programming



Dedicated Facilities
Entire District

CULTURAL EXPRESSION



OHA

Integrate Commerce/Culture

OHA

KAKA'AKO MAKAI

Garden Attractions

- Eden Project , United Kingdom
- Gardens by the Bay, Singapore
- Chihuly Gardens and Glass, Seattle
- Longwood Gardens , Pennsylvania
- Sun Yat Sen Gardens, Vancouver



OHA

KAKA'AKO MAKAI

Cultural Expressions

- Arts & Cultural Centers
- Visitor / Interpretive Centers
- Places of Memory
- Living History
- Regional Science
- Garden Attractions
- View Attractions
- New Cultural Concepts



OHA

KAKA'AKO MAKAI

Arts & Cultural Centers

- African American Museum, Dallas, TX
- Alaska Native Heritage Center, Anchorage, AK
- Institute of Texan Cultures, San Antonio, TX
- National Hispanic Cultural Center, Albuquerque
- Filipino Cultural Center, I-Hotel
- Chinese Culture Center, San Francisco
- Skirball Cultural Center, Los Angeles, CA
- Guadalupe Cultural Arts Center, San Antonio
- Maori Cultural Centre, New Zealand
- Maui Arts and Cultural Center
- Torpedo Factory, Alexandria
- "Makers" Marts

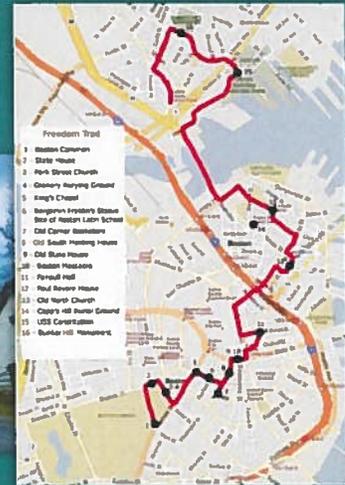


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Visitor/Interpretive Centers

- Loch Lomond , Scotland
- Freedom Trail, Boston
- Temple Square and Visitor Center, Salt Lake
- The Alamo, San Antonio
- Grand Canyon Interpretive Center



OHA

KAKA'AKO MAKAI

Places of Memory

- Birmingham Civil Rights District
- Green Island Culture Park, Taiwan
- Hiroshima Peace Memorial Park
- Jewish Quarter, Cologne, Germany
- Martin Luther King National Historic Site
- Minidoka National Historic Site, Idaho, ID
- Robben Island, Cape Town, South Africa
- The Workhouse, Nottingham, UK
- World Trade Center Museum and Memorial
- Angel Island Immigration Station
- Parque de la Memorial, Buenos Aires, Argentina
- Typography of Terror, Berlin
- Gadsten's Wharf, Charleston, SC



OHA

KAKA'AKO MAKAI

Living History Centers

- Colonial Williamsburg, Williamsburg, VA
- Plymouth Plantation, Plymouth, MA
- Conner Prairie, Fishers, IN
- Mystic Seaport, Mystic, CT
- Mountain Vernon Estate & Gardens, Mt Vernon
- Greenfield Village, Dearborn, MI

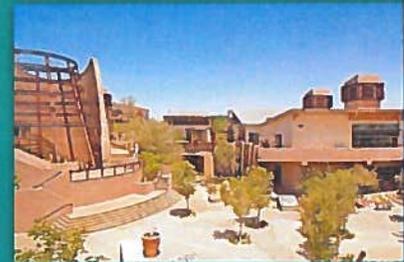


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Regional Science & Natural History Facilities

- Springs Preserve/Desert Living Center, Las Vegas
- High Desert Museum, Bend, Oregon
- California Academy of Sciences, San Francisco
- Wanuskewin Heritage Park, Saskatoon, Canada

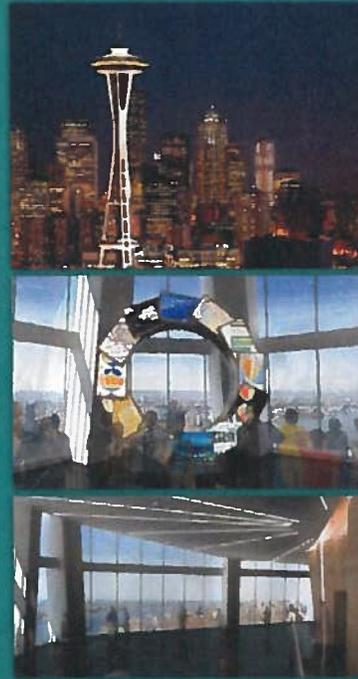


OHA

KAKA'AKO MAKAI

Observation Decks

- Empire State Building, New York, NY
- One World Observatory, New York, NY
- Top of the Rock, New York, NY
- CN Tower, Toronto, Canada
- Skylon Tower, Niagara Falls, Ontario
- Statue of Liberty NM, New York, NY
- Willis Tower Skydeck, Chicago, IL
- Space Needle, Seattle, Washington
- 360 Chicago, Chicago, IL
- Eiffel Tower, Paris
- Tokyo Sky Tree, Tokyo
- London Eye (Wheel), London
- The Shard , London
- Ion Sky, Singapore



OHA

KAKA'AKO MAKAI

New Technology-Based Concepts

- FlyOver Canada, Vancouver
- Sejo Orbi, Yokohama, Japan
- National Geographic
- Smithsonian



Smithsonian



OHA

*What is the apex
of commerce
and culture for
Kaka'ako Makai?*

OHA

Discussion

OHA

KAKA'AKO MAKAI

Breakout Session #1

How would you describe an urban Hawaiian space?

OHA

KAKA'AKO MAKAI

Breakout Session #2

What uses would best support both commerce and culture at Kaka'ako Makai?

OHA

Breakout Session #3

*Income generated by
Kaka'ako Makai could
be used to _____.*
fill in the blank



Continue the discussion

Visit: [OHA.org/kakaako](https://www.oha.org/kakaako)

OHA.org/kakaako provides a way for the public to engage in discussion before, during and after the meetings. Share your ideas and hear what others have to say, anytime.



KAKA'AKO MAKAI

APPENDIX C

Advertisements created for OHA Kaka'ako Makai



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KAKA'AKO MAKAI

A Place for Future Generations

Share your mana'o

The Office of Hawaiian Affairs will be hosting community meetings throughout Hawai'i, seeking quality, meaningful input from community stakeholders as it charts a conceptual master plan for Kaka'ako Makai.

Attend a meeting and provide your thoughts to shape the future of approximately 30 acres of land makai of Ala Moana Boulevard.

Public Meetings Schedule (February 17 - March 3)

O'ahu

Tuesday, Feb. 17
Kaka'ako - 6:00 pm to 8:00 pm
John A. Burns School of Medicine, Medical Education Building (MEB) Rm. 314

Wednesday, Feb. 18
Kapolei - 6:00 pm to 8:00 pm
UH West O'ahu, Campus Center, Rm. C208

Thursday, Feb. 19
Waialua - 6:00 pm to 8:00 pm
Waialua Court House

Friday, Feb. 20
Kāne'ohe - 6:00 pm to 8:00 pm
Windward Community College, Hale 'Ākoakoa, Rm. 105

Monday, Feb. 23
Wai'anae - 6:00 pm to 8:00 pm
Ka Waihona Public Charter School

Moloka'i

Saturday, Feb. 21
Kaunakakai - 3:30 pm to 5:30 pm
Kūlana 'Ōiwi Hālau

Hawai'i Island

Tuesday, Feb. 24
Hilo - 6:00 pm to 8:00 pm
UH Hilo, Ho'oulu Terrace, Rm. 127

Wednesday, Feb. 25
Kona - 6:00 pm to 8:00 pm
West Hawai'i Civic Center

Maui

Thursday, Feb. 26
Kahului - 6:00 pm to 8:00 pm
Cameron Center

Friday, Feb. 27
Hāna - 6:00 pm to 8:00 pm
Hāna High School

Lāna'i

Saturday, Feb. 28
Lāna'i City - 3:30 pm to 5:30 pm
Lāna'i High & Elementary School

Kaua'i

Tuesday, March 3
Līhu'e - 6:00 pm to 8:00 pm
Kaua'i Community College, OCET Rm. 106

For more information visit www.OHA.org/kakaako or call 594-1835





KAKA'AKO MAKAI

A Place for Future Generations

Share your mana'o

The Office of Hawaiian Affairs will be hosting community meetings throughout Hawai'i, seeking quality, meaningful input from community stakeholders as it charts a conceptual master plan for Kaka'ako Makai.

Attend a meeting and provide your thoughts to shape the future of approximately 30 acres of land makai of Ala Moana Boulevard.

Hawai'i Island Public Meetings Schedule

Tuesday, Feb. 24

Hilo – 6:00 pm to 8:00 pm
UH Hilo, Ho'oulu Terrace, Rm. 127

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The Hawai'i Tribune-Herald



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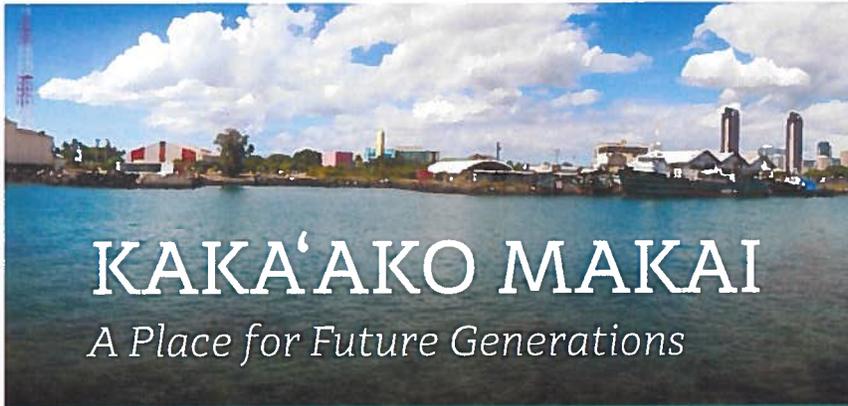
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Moloka'i Meeting

Saturday, Feb. 21

Kaunakakai
3:30 pm to 5:30 pm
Kūlana 'Ōiwi Hālau

Lāna'i Meeting

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3:30 pm to 5:30 pm
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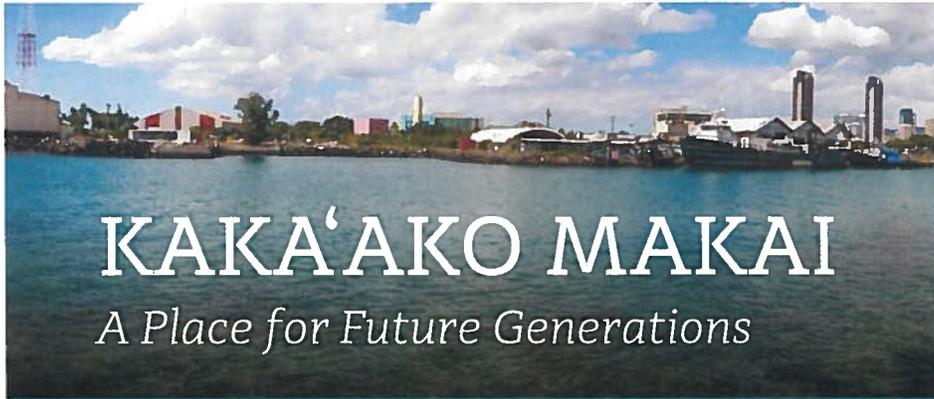
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Public Meetings Schedule (February 17 - March 3)

O'ahu

Tuesday, Feb. 17

Kaka'ako - 6:00 pm to 8:00 pm
John A. Burns School of Medicine, Medical Education Building (MEB) Rm. 314

Wednesday, Feb. 18

Kapolei - 6:00 pm to 8:00 pm
UH West O'ahu, Campus Center, Rm. C208

Thursday, Feb. 19

Waialua - 6:00 pm to 8:00 pm
Waialua Court House

Friday, Feb. 20

Kāne'ohe - 6:00 pm to 8:00 pm
Windward Community College,
Hale 'Ākoakoa, Rm. 105

Monday, Feb. 23

Wai'anae - 6:00 pm to 8:00 pm
Ka Waihona Public Charter School

Moloka'i

Saturday, Feb. 21

Kaunakakai - 3:30 pm to 5:30 pm
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Honolulu Star-Advertiser



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Kaua'i Public Meeting

Tuesday, March 3

Līhu'e – 6:00 pm to 8:00 pm

Kaua'i Community College, OCET Rm. 106

For more information visit
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or call 594-1835



The Garden Island





KAKA'AKO MAKAI

APPENDIX D

OHA Kaka'ako Makai Policy (2012)



KUHIKUI PU'ONE
COLLABORATIVE



OFFICE OF HAWAIIAN AFFAIRS
KAKA‘AKO MAKAI POLICY

First Reading: August 30, 2012
Second Reading: September 20, 2012

**Kaka'ako Makai Policy
of the Office of Hawaiian Affairs**

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Kaka'ako Makai Policy of the Office of Hawaiian Affairs

PURPOSE

The purpose of this policy is to set forth guidelines for the management and development of its Office of Hawaiian Affairs' (OHA) Kaka'ako Makai parcels received through Act 15, Session Laws of Hawai'i, consistent with the existing Real Estate Vision, Mission, and Strategy Policy. The Real Estate Vision, Mission and Strategy Policy currently provides for real estate best practices and world class caliber developments. Factors affecting management and development of the Kaka'ako Makai parcels focus upon five objectives:

- 1) Relationship to OHA's vision and strategic priorities;
- 2) Design and use, including cultural values;
- 3) Revenue generation and proceeds;
- 4) Timetable and process; and
- 5) Governance and decision-making

The following set of policy guidelines reflects the objective of maximizing revenue and total returns to increase OHA's programmatic reach without compromising OHA's kuleana to perpetuate Hawaiian culture in OHA's management and development of the parcels.

POLICY GUIDELINES

1. Relationship to OHA's Vision and Strategic Priorities

Create synergy between OHA's Kaka'ako Makai parcels and OHA's vision and strategic priorities.

A. Commercial kuleana to maximize revenues while providing economic development opportunities for Native Hawaiians.

- 1) Create a sustainable revenue stream to support OHA's strategic priorities
- 2) Create opportunities for Native Hawaiian self-sufficiency
- 3) Create programmatic opportunities for employment of Native Hawaiians

B. Cultural kuleana to incorporate Native Hawaiian culture in both intrinsic and extrinsic design elements and purposes.

- 1) Proceed in a way that has in mind the transfer of the assets to the Nation

- 2) Raise an architectural landmark/signature that signifies Kaka'ako Makai as a Hawaiian place
- 3) Create a sense of Nation - acting boldly

2. Design and Use, including Cultural Values

Ensure that cultural and stewardship values drive/provide the base for design and use decisions.

A. Create a Hawaiian sense of place – a cohesive Hawaiian identity that creates a place in which the physical structures and environment are connected to the socio-psychological, cultural and spiritual aspects of living Hawaiian that reflects the past, present and future.

- 1) Understand that history can guide us – consider the trajectory of historical uses of the area
- 2) Incorporate cultural uses
- 3) Introduce Kaka'ako Makai as a meeting place for Native indigenous leaders of the Western hemisphere and Pacific Islands
- 4) Encourage uses and activities that attract Hawaiians and locals to Kaka'ako Makai
- 5) Incorporate the cultural identity of the area - stories, names, guardians, wind and elements – as a guide for planning, design and use
- 6) Proceed with our cultural/kanaka foot
- 7) Create a signature architectural Hawaiian landmark

B. Balance pono and commerce.

- 1) Encourage cohesiveness among parcels/projects
- 2) Establish priority for qualified Hawaiian businesses and professionals
- 3) Incorporate mixed uses
- 4) Use green (environmentally friendly) technology
- 5) Prioritize the use of indigenous plants

C. Collaborate with other Native Hawaiian organizations

- 1) Work with Kamehameha Schools on potential partnerships with KS's adjoining properties
- 2) Work with other Ali'i Trusts

3. Revenue Generation and Proceeds

Balance near-term revenue stream and/with long-term financial and strategic goals and decisions.

A. Near-term kuleana to balance near-term revenue generation for programmatic use with long-term vision.

- 1) Create a sustainable revenue stream for strategic priorities
- 2) Allocate 10% of gross revenue for grants (*policy to be revisited in two years)
- 3) Set leases and other contractual arrangements at market value; anything below market value should be exceptions, and will require Board approval

B. Long-term kuleana to balance revenue generation with OHA strategic goals.

- 1) Maximize revenue generation, consistent with design, use, and cultural values
- 2) Balance pono and commerce

4. Timetable and Process

Develop a timely, accountable process.

A. Key planning considerations

- 1) Have an overall conceptual plan before considering or initiating major proposals
- 2) Establish a timeline for tasks that need to be accomplished

B. Key execution considerations

- 1) Engage professionals – finance, real estate, marketing, development, etc.
- 2) Maintain the momentum, in keeping with fiduciary duties

3) Proceed in ways that grow, preserve, and protect the assets to the Nation

C. Transparency and communication kuleana

1) Embrace community engagement – ensuring dialogue with the community and neighbors

2) Have a robust communications and information-sharing infrastructure

5. Governance and Decision-Making

Exercise appropriate leadership and management.

A. Vision for master planning and property management.

1) Implement knowledge-based decision-making

2) Establish efficient management

3) Act in ways that are consistent with Kaka'ako Makai being a flagship of actions, values and leadership

4) Create a sense of nation - acting boldly

5) Retain policy direction at the level of the Trustees

B. Accountability

1) Lead with people who have financial, management, and development expertise

2) Complete an annual budget and a 5-year management and operating budget

UPDATE AND MAINTENANCE

The OHA Chief Executive Officer shall be responsible for the update and maintenance of these policies. A review shall be done at a minimum annually to insure that amendments or changes in the laws are duly incorporated or as requested by the Chairperson of the Board of Trustees or Chairperson of a Standing Committee.

STATUS / EFFECTIVE DATE

This document is effective as of September 20, 2012.



KUHIKUHI PU'UONE
COLLABORATIVE

725 Kapi'olani Blvd, 4th Floor
Honolulu, Hawai'i 96813